

29 June 1981

NOTE FOR: Deputy Director for Administration

25X1
FROM:



Chairman, DDA Cost Reduction and Efficiency (CORE) Working Group

SUBJECT: Status of DDA CORE Effort

Harry:

1. Much of our time to date has been spent on documenting the savings which have been achieved over the last few years, and I think you will be impressed. As promised, we will have this information to you in "final" within the next two weeks.

2. We also promised to meet with you early in the CORE effort to discuss our ideas for future cost reductions and efficiencies. An unedited listing of these ideas, divided into the four categories Bill Hart suggested, is attached for your review prior to our meeting. For the purposes of our meeting, we have not included a narrative description of the ideas or an associated dollar savings. We have deferred this until we can decide with you which should be pursued further. We will be meeting with you at 1330 hours on Tuesday, 30 June 1981.



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Attachment

Future Efficiencies Through Capital Investment

Data Processing

Payroll System

Logistics Integrated Management System

OF Field Accounting System

Travel Accounting

Computer Aided Instruction (OF, OTE, etc.)

On-line Records Retrieval and Search System with Records Center

Security Communications Improvement Program

Automation of all Language Related Records

Automation of Language Lab

Registration for Training and Conferences

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Control of Codeword Material

Text-Software Package for PSD/OMS and Acquisition of word processing system

Reprogram OS Automated Name Check

Automation of CCCR/OMS (terrorist) data and tie it to SAFE

Acquisition of Scan-Tron Optical Mark Reader for OMS

Increase personnel/funds for software development

OC Recapitalization

New Building at Headquarters

New printing and materiel handling equipment

Utility reliability improvements

Improved energy efficiency of existing buildings and equipment

Acceleration of Headquarters Secure Voice Program

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Quantity buy of SKYLINK terminals and equipment

Quantity buy on Capitalization Program

Headquarters Records Review to reduce filing equipment and gain space

Technical Security Recapitalization

FY-1983 Theme Package on Terrorism

Construction of a Large Classroom on the Ninth Floor of the Chamber of Commerce Building

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[REDACTED]

25X1

Construction of a [REDACTED] Building for Use as [REDACTED] Classroom

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Purchase and installation of utility meters at housing facilities [REDACTED]

25X1

25X1

[REDACTED]

25X1

New Classroom and Dormitory [REDACTED]

25X1

Improvement of the [REDACTED]

Upgrading OTE's television production facility [REDACTED]

25X1

Implementation of field PATB-II testing

Acquisition of new Scan-Tron Optical mark reader Delta Data 7268 for OMS

Development of a generalized text/report writing software package for OMS

Close down, consolidate, or make better use [REDACTED]

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Future Efficiencies Without Adverse Impact
On Service or Resulting in Improvement in Service

Electronic Fund Transfer for personnel under cover and "self mailers"
for financial statements

Interest on operational bank accounts

25X1

Elimination of POV travel [] and elimination of weekend []

25X1

Putting most checking and saving account funds for [] into bonds
(same for other operational entities)

25X1

25X1

Reduction of number of vehicles [] by prohibiting "personal"
use by MOTB and OC students

When an office moves, leave all furniture

Abolish Advance Work Plan (AWP) and Evaluation of Potential (EOP) in
Performance Appraisal Report (PAR)

Abolish the MG support conferences in Europe and the Far East

Make more use of "blue blazer" protective force

Do polygraphs on recruits "up front"

Close Center for Study of Intelligence

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Absorb [] new pay cases (payroll) - FY-81 to FY-83 (and absorb all OL,
OS, OMS, etc., support for increase in Agency T/O without increase in
support T/O)

When an office moves, leave telephone numbers

25X1

[]

Elimination of classification review (EO 12065)

Elimination of Freedom of Information Act

Establishment of a Regional Support Activity []

25X1

Use of individual office personnel for some ADP programming and maintenance
("do your own")

Decentralization of recruiting and payment of bonuses to "headhunters" and
employees

Do more up-front planning - reinitiate support annexes

Contract out secretarial services for unclassified work

Modification of standard overseas tour to three vice two years with fourth year optional

Use of retired annuitants to provide TDY support overseas - WAE

Reproduction of cables at eight lines per inch

Pool data terminals

Reduce copies of training reports

Increase competitive procurement

Improve vendor payment time to secure prompt payment discount

Component budgeting for terminals

Agency-wide information processing standards

Control and limit year-end funding (to preclude fund "dumping")

Reduction of ADP output products

Greater use of suggestion awards

Future Efficiencies With Adverse Impact On Service

Reduction of number of conferences

25X1

Reduction of course duration/frequency/format

Midcareer - five to four runnings

25X1

Introduction to CIA - fewer runnings

Conduct Career Counseling at Chamber of Commerce Building rather than

25X1

Use some TDY instructors and reduce PCS assignments

Use more TV and less live presentations

Elimination of all summer programs

(Students, fellows, Urban League, etc.)

Elimination of guards at tunnel and DCI garage

Elimination of off-campus program

Elimination of disseminating information on external training

Discontinue training registration and statistics report

Offer language program only on fixed schedule

Elimination of Special Language Programs
(total immersion, familiarization, etc.)

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Conduct all management training at Chamber of Commerce Building rather than some

Discontinue dental program

Less frequent medical examinations

Elimination of routine chest X-rays, spirometry

Close DCI Garage

25X1

Reduction of training time

Limit movement of secure or black telephones

Reduction of cable dissemination file

Elimination of handwritten corrections, additions, deletions on cables and telepouches

Close Executive Dining Room

Elimination of Media Highlights

Increase sea shipments

Elimination of early-morning and afternoon shuttles

Elimination of chauffeurs

Elimination of pneumatic tube system

Put Genographics in P&PD

Cut off lights in all buildings at night

Permit pen and ink changes as policy on memorandums

Reduction or elimination of most unclassified publications - FBIS, Heads of State, etc.

Make customers of printed products outside the Intelligence Community pay for publications

Make FBIS and JPRS self-sustaining

Future Efficiencies Through Centralization Or

Elimination of Duplication

Collocation of 4-C and Ruffing or DDO center

Consolidation of micrographics

Consolidation of copier management

Standardization of Agency-wide equipment

Consolidation of graphics

Consolidation of TV and videotape facilities

Consolidation of transportation in OL (vice OL, OD&E, OSO, etc.)

Centralization of OC support in the Domestic Networks Division, OC, (vice OC, OSO, and OD&E)

Consolidation of all travel accounting (vice OD&E, etc.)

Centralization of budgeting and management for personal service costs

Consolidation of all financial management in OF (decentralized finance personnel to report directly to OF)

Consolidation of all Agency medically related tasks, e.g., psychologists, VIP Health Program, occupational safety, etc.

Transfer of Overseas Medical Benefits Program to the Office of Medical Services.

Reexamine Information Handling Task Force Recommendations

Consolidate JPRS in P&PD



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Future Efficiencies Through Capital Investment

Data Processing

OF Payroll System

- OL Logistics Integrated Management System

OF OF Field Accounting System

- OL OL Field Prog Acc. System

OF Travel Accounting

OTE Computer Aided Instruction (OF, OTE, etc.)

OIS On-line Records Retrieval and Search System with Records Center

OS Security Communications Improvement Program

OTE Automation of all Language Related Records

OTE Automation of Language Lab

OTE Registration for Training and Conferences

25X1

OIS Control of Codeword Material

OIS Text-Software Package for PSD/OMS and Acquisition of word processing system

~~*OS Reprogram OS Automated Name Check*~~

OMS Automation of CCCR/OMS (terrorist) data and tie it to SAFE

OMS Acquisition of Scan-Tron Optical Mark Reader for OMS

ODP Increase personnel/funds for software development

OC OC Recapitalization

- OL New Building at Headquarters

- OL New printing and materiel handling equipment

- OL Utility reliability improvements

- OL Improved energy efficiency of existing buildings and equipment

OC

25X1

OC

OC Acceleration of Headquarters Secure Voice Program

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OC Quantity buy of SKYLINK terminals and equipment

OC Quantity buy on Capitalization Program

OIS Headquarters Records Review to reduce filing equipment and gain space

OS Technical Security Recapitalization

OS FY-1983 Theme Package on Terrorism

~~OTE Construction of a Large Classroom on the Ninth Floor of the Chamber of Commerce Building~~

25X1 ~~OTE~~ [REDACTED]
OTE [REDACTED]

25X1 OTE Construction of a [REDACTED] Building for Use as an SOTC Classroom

OTE Purchase and installation of utility meters at housing facilities [REDACTED]

25X1

25X1 OTE [REDACTED]

25X1 OTE New Classroom and Dormitory [REDACTED]

25X1 OTE Improvement of the [REDACTED]

OTE Upgrading OTE's television production facility [REDACTED]

25X1

OIS Implementation of field PATB-II testing

~~OAS Acquisition of new Scan-Tron Optical mark reader Delta Data 7268 for OMS~~

~~OAS Development of a generalized text/report writing software package for OMS~~

OL Close down, consolidate, or make better use of [REDACTED]

25X1

OL Improve Kpa M40 (GSA) at same or lower cost

25X1 OL [REDACTED]

ODP - Secretary/undersecretary

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CONFIDENTIALFuture Efficiencies Without Adverse ImpactOn Service or Resulting in Improvement in Service

- OF* Electronic Fund Transfer for personnel under cover and "self mailers" for financial statements
- OF* Interest on operational bank accounts
- 25X1 *OTE* Elimination of POV travel [] and elimination of [] 25X1
- OTE* Putting most checking and saving account funds for [] into bonds (same for other operational entities) 25X1
- 25X1 *OTE* ~~Reduction of number of vehicles [] by prohibiting "personal" use by MDTB and OC students~~
- OL* When an office moves, leave all furniture
- OIS* Abolish Advance Work Plan (AWP) and Evaluation of Potential (EOP) in Performance Appraisal Report (PAR)
- OIS* Abolish the MG support conferences in Europe and the Far East
- OS* Make more use of "blue blazer" protective force
- OS* Do polygraphs on recruits "up front"
- OTE* ~~Close Center for Study of Intelligence~~ *(more to offer but) to adverse*
- 25X1 *OF* Absorb [] new pay cases (payroll) - FY-81 to FY-83 (and absorb all OL, OS, OMS, etc., support for increase in Agency T/O without increase in support T/O)
- OC* When an office moves, leave telephone numbers
- 25X1 *OF* []
- OIS* Elimination of classification review (EO 12065)
- OIS* Elimination of Freedom of Information Act
- OL* Establishment of a Regional Support Activity [] 25X1
- ODP* Use of individual office personnel for some ADP programming and maintenance ("do your own")
- OL* Decentralization of recruiting and payment of bonuses to "headhunters" and employees
- OL* - *Additional compressed and flex time (where productivity can be enhanced)*

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- OL Do more up-front planning - reinitiate support annexes
- OL Contract out secretarial services for unclassified work
- OC Modification of standard overseas tour to three vice two years with fourth year optional
- OC Use of retired annuitants to provide TDY support overseas - WAE
- OC Reproduction of cables at eight lines per inch
- OC Pool data terminals
- OTE Reduce copies of training reports
- OL Increase competitive procurement (ADP *ex. good know needed*) *SAFE*
- ~~OF Improve vendor payment time to secure prompt payment discount~~
- ADP Component budgeting for terminals
- ADP Agency-wide information processing standards
- OL Control and limit year-end funding (to preclude fund "dumping")
- ADP Reduction of ADP output products
- OL Greater use of suggestion awards
- OS *Replacement of Automated name check*

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Future Efficiencies With Adverse Impact On Service

- OTE* Reduction of number of conferences *or otherwise*) 25X1
- OTE* Reduction of course duration/frequency/format
- Midcareer - five to four runnings*
- Introduction to CIA - fewer runnings* 25X1
- Conduct Career Counseling at Chamber of Commerce Building rather than*
- 25X1 *Use some TDY instructors* *and reduce PCS assignments*
- Use more TV and less live presentations*
- OS* Elimination of all summer programs
- (Students, fellows, Urban League, etc.)*
- OS* Elimination of guards at tunnel and DCI garage
- OTE* Elimination of off-campus program
- OTE* Elimination of disseminating information on external training
- OTE* Discontinue training registration and statistics report
- OTE* Offer language program only on fixed schedule
- OTE* Elimination of Special Language Programs
(total immersion, familiarization, etc.)
- 25X1 *OTE* Conduct all management training at Chamber of Commerce Building rather
than some
- OMS* Discontinue dental program
- OMS* Less frequent medical examinations
- OMS* Elimination of routine chest X-rays, spirometry
- OS* Close DCI Garage
- 25X1 *OC* Reduction of training time
- OC* Limit movement of secure or black telephones
- OC* Reduction of cable dissemination file

Close Center for Study of Intelligence

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- OC Elimination of handwritten corrections, additions, deletions on cables and telepouches
- OL Close Executive Dining Room
- OIS Elimination of Media Highlights
- OL Increase sea shipments
- OL Elimination of early-morning and afternoon shuttles
- OL Elimination of chauffeurs
- OL Elimination of pneumatic tube system
- OL Put Genographics in P&PD
- OL Cut off lights in all buildings at night
- ~~OIS Permit pen and ink changes as policy on memorandums~~
- OL Reduction or elimination of most unclassified publications - FBIS, Heads of State, etc.
- OL Make customers of printed products outside the Intelligence Community pay for publications
- OL Make FBIS and JPRS self-sustaining
- OL Publications Review Comm. (reduce total subscriptions & printing)

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Future Efficiencies Through Centralization Or

Elimination of Duplication

- ODP Collocation of 4-C and Ruffing or DDO center
- OL Consolidation of micrographics
- OL Consolidation of copier management
- OL Standardization of Agency-wide equipment
- OL Consolidation of graphics
- OTE Consolidation of TV and videotape facilities
- OL Consolidation of transportation in OL (vice OL, OD&E, OSO, etc.)
- OC Centralization of OC support in the Domestic Networks Division, OC, (vice OC, OSO, and OD&E)
- OF Consolidation of all travel accounting (vice OD&E, etc.)
- OF Centralization of budgeting and management for personal service costs
- OF Consolidation of all financial management in OF (decentralized finance personnel to report directly to OF)
- OMS Consolidation of all Agency medically related tasks, e.g., psychologists, VIP Health Program, occupational safety, etc.
- OMS Transfer of Overseas Medical Benefits Program to the Office of Medical Services.
- DIS Reexamine Information Handling Task Force Recommendations -
- OL Consolidate JPRS in P&PD

Consolidate B7B/BTS & PSD/OMS

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*Handwritten: HADT July to Aug
Agency CORE.*
(1 July 1981)

DDA CORE

Objective - same as Agency CORE charter *except* also includes efficiencies which will result in an *improvement* in service (not necessarily resulting in position or cost savings) and distinguishes between those efficiencies which will have an adverse impact on service and those which will not.

Organization - involves DDA and office deputies in order to ensure direct involvement and commitment of line management.

(Bill: I understand that some of the other DD's are considering using their plans and programs staffs.)

Schedule

- o Within 30 days of start *(15 July)*, submit a paper to the DCI describing savings achieved over the last several years. (Reason: To show the DCI that significant savings have been achieved already contrary to his perception that "...the rest of the Government is working hard at this and thus far it is my impression that there is too much thinking here that we are immune from this requirement.")
- o Within 45 days *(3 August)*, submit to the DDA a list of possible future efficiencies thru capital investment. This submittal is being made first so that early efforts could be made towards funds reprogramming.
- o Within 60 days *(17 August)*, submit final report of possible efficiencies in all four categories together with a short descriptive paragraph for each, associated position and cost

savings, and recommendations for the investment of these savings in specific capital investment projects.

Ground Rules for Selecting Items

- o Nothing sacred
- o Agency-wide
- o No need for coordination outside Directorate on Agency-wide suggestions *until* the items reach the Agency CORE committee.
- o Get input from all levels (tradesman to senior manager).
- ' o Each office must certify validity of position and cost figures and be prepared to implement.



notes w/ S.A.

DCI asked me for paper in cutting, far from OSA
Harry said we'll do instead

may check off list. Lot of ideas but little done.

Per DCI Per parking cost effectiveness program and he wants to be a part of it. Cool

* Inman parking it * Wants called to directorate involved.

? Coord req'd.

Agency inde approach, in ADD. Casey considered but rejected

* Hart - maybe directorate EO's participating

Harry's ideas -

DDP - people doing their own programming & not OSA

OS - Geographicis - put in P&ID

OS - blue blazers - closing entrance near cafeteria

ATR - [redacted] training officers

OS - use of military guards
"blue blazers"

Also don't move to same later (oc) - intro to base for on change

DDP - combine DDO & Ruffin center

* Include items from last several years also - as separate report.

1 week history
2 weeks of final - history of tenso & co.t - 1 week
2 weeks of history - cap peng. - to decide on
3 weeks of history
4 weeks of final 2 weeks & write
1 history -

* new bldg

0830
Wed
mom

FOIA -

Hard
cont. evidence
Do in
30 days
2 =
3 =
4 =
5 =
6 =
Cats
what done to date
efficiency
service
change
centralize
Legislative
"blue
change
centralize
Legislative
service
for reduce services
administration
re arrangement
select

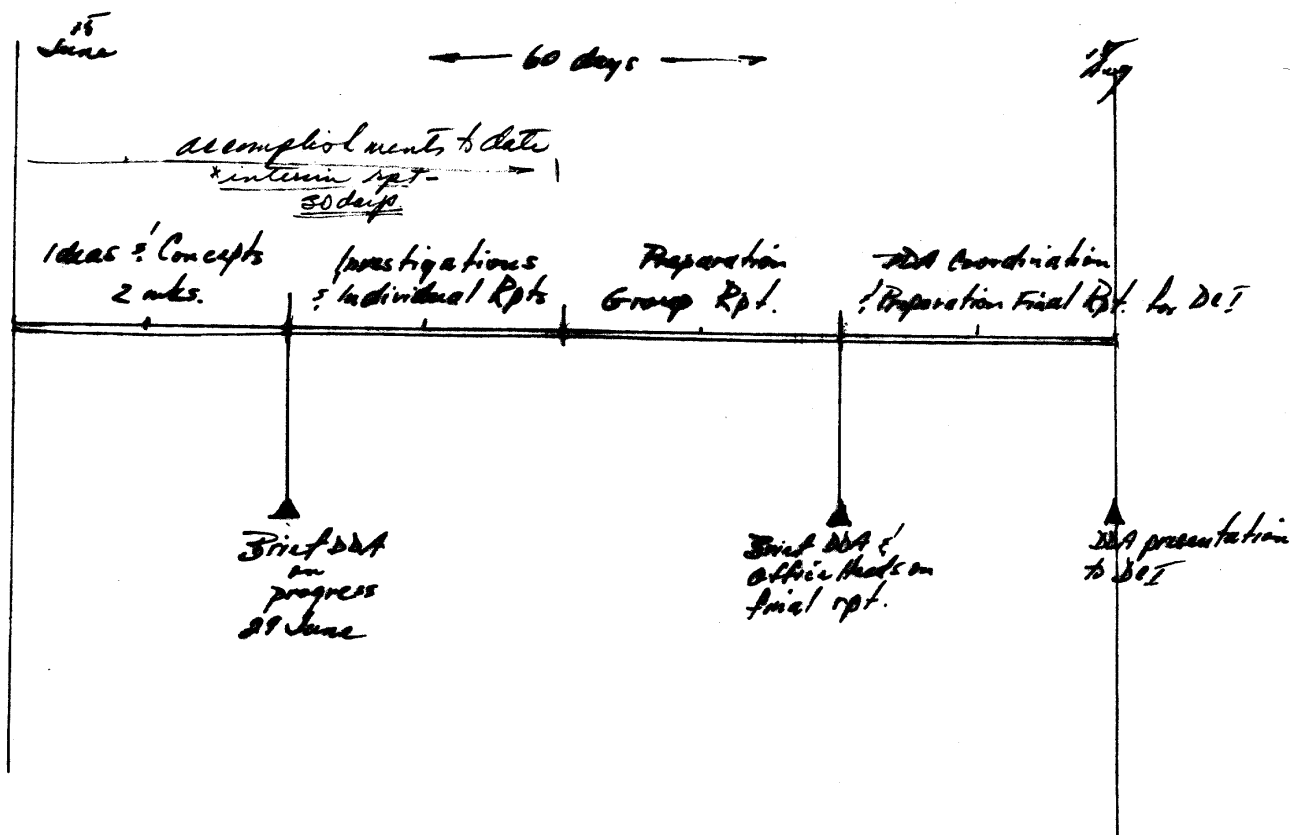
Cheniffer
EDR

EO's 20 days

2 other agency data

DCR
9 June 81

Proposed CORE Schedule



* include dual sheets
040812-4
- way we do business
- things we use to do it
- new things undertaken

* Combine all ~~res-~~ prop.

Two categories

Handwritten signature

6 improved efficiency, productivity, experience
meet new requirements

* ADP — measure savings in cost of output
would have cost & do same with
additional people. ADP has initial
and annual costs.
Use annual ~~cost~~ ADP measure. Say
initial ~~cost~~ but unknown.

cumulative - for data of echo

* Work on means to cover part costs - philosophy.

Best savings apply to our unit ~~only~~ - sample
handwriting cabs, design.

Thursd - 4/12/44 - ~~Friday~~

~~Full employment network for Agency (in security test)~~

~~new~~ programs added - (euros) - calculate for
new ad or programs.

Price and increase in ~~sewing~~ for new meeting
new requirements.

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